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**APPENDIX C-1**  
**NATIONAL DAIRY BOARD: ACTUAL INCOME AND EXPENSES, FY 2000-2002**  
(in \$000's)

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	2000	2001	2002
<b>INCOME</b>			
Assessments	\$84,746	83,633	86,619
Interest	<u>599</u>	<u>369</u>	<u>72</u>
<b>Total Income</b>	<b>\$85,345</b>	<b>84,002</b>	<b>86,691</b>
<b>GENERAL EXPENDITURES</b>			
General & Administrative	\$2,570	2,676	2,919
USDA	<u>567</u>	<u>471</u>	<u>454</u>
<b>Total General Expenditures</b>	<b>\$3,137</b>	<b>3,147</b>	<b>3,373</b>
<b>PROGRAM EXPENDITURES</b>			
Communications & Member Relations	\$4,426	7,929	8,269
Domestic Marketing	\$65,237	73,229	68,114
Export Enhancement	\$6,171	5,565	4,934
Research & Evaluation	<u>\$3,742</u>	<u>2,537</u>	<u>3,492</u>
<b>Total Program Expenditures</b>	<b>\$79,576</b>	<b>89,260</b>	<b>84,809</b>
Excess of Revenue (Under) Over Expenditures	\$2,632	(8,405)	(1,491)
<b>Fund Balance, Beginning of Year</b>	<b>\$13,541</b>	<b>16,173</b>	<b>7,768</b>
<b>Fund Balance, End of Year</b>	<b>\$16,173</b>	<b>7,768</b>	<b>6,277</b>

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SOURCE: Independent Auditor's Report of the National Dairy Board and USDA Records.

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## APPENDIX C-2

### USDA OVERSIGHT COSTS FOR THE NATIONAL DAIRY BOARD, FY 2000–2002

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	2000	2001	2002
Salaries and Benefits	\$286,546	\$283,350	\$300,666
Travel	28,983	21,925	24,567
Miscellaneous <sup>1</sup>	63,614	74,054	41,037
Equipment	4,205	4,731	2,053
Printing	<u>5,622</u>	<u>5,551</u>	<u>(74)</u>
<b>AMS OVERSIGHT</b>	<b>\$388,970</b>	<b>\$389,611</b>	<b>\$368,249</b>
 <b>INDEPENDENT EVALUATION</b>	 <b><u>\$ 65,331</u></b>	 <b><u>\$99,837</u></b>	 <b><u>\$83,107</u></b>
 <b>TOTAL<sup>2</sup></b>	 <b>\$454,301</b>	 <b>\$489,448</b>	 <b>\$451,356</b>

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<sup>1</sup> Includes overhead, transportation, rent, communications, utilities, postage, contracts, supplies, photocopying, and the Office of the General Counsel costs.

<sup>2</sup> The totals for USDA expenses differ slightly from those shown in Appendix C-1 for some years because of end-of-year estimates which are adjusted in the following fiscal year.

SOURCE: Monthly billings by USDA-AMS-Dairy Programs to the National Dairy Board.

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**APPENDIX C-3**  
**NATIONAL DAIRY BOARD: APPROVED BUDGETS, FY 2001–2003**  
(in \$000's)

	2001	2002	2003
<b>REVENUES</b>			
Assessments	\$84,200	\$84,750	\$94,200
Interest	<u>475</u>	<u>250</u>	<u>100</u>
Total Income	<b>\$84,675</b>	<b>\$85,000</b>	<b>\$94,300</b>
Program Development Fund	<u>6,928</u>	<u>2,307</u>	<u>---</u>
Total Available Funds	<b>\$91,603</b>	<b>\$87,307</b>	<b>\$94,300</b>
<b>EXPENSES</b>			
General & Administrative	\$3,275	\$2,971	\$3,168
USDA-AMS Oversight	<u>500</u>	<u>525</u>	<u>525</u>
Subtotal	<b>\$3,775</b>	<b>\$3,496</b>	<b>\$3,693</b>
<b>PROGRAM BUDGET</b>			
Domestic Marketing	\$74,413 [84.7%]	\$66,032 [78.7%]	\$64,888 [71.6%]
Communications & Member Relations	5,904 [ 6.7%]	9,651 [11.2%]	7,946 [ 8.8%]
Research and Evaluation	2,368 [ 2.7%]	3,532 [ 4.3%]	6,464 [ 7.1%]
Budgeted But Not Allocated	-	-	6,000 [ 6.6%]
Export Enhancement	<u>5,143</u> [ 5.9%]	<u>4,776</u> [ 5.8%]	<u>5,309</u> [ 5.9%]
Subtotal	<b>\$87,828 [100%]</b>	<b>\$83,991 [100%]</b>	<b>\$90,607 [100%]</b>
Total Budget	<b>\$91,603</b>	<b>\$87,307</b>	<b>\$94,300</b>

SOURCE: Budgets received and approved by USDA from the National Dairy Board.

## APPENDIX C-4

### NATIONAL FLUID MILK BOARD: ACTUAL INCOME AND EXPENSES, FY 2000-2002

(in \$000's)

	2000	2001	2002
<b>INCOME</b>			
Assessments	\$109,290	\$107,694	\$107,816
Late Payment Charges	51	241	52
Interest	639	404	289
Other	<u>21</u>	<u>675</u>	<u>28</u>
<b>Total Income</b>	<b>\$110,001</b>	<b>\$109,014</b>	<b>108,185</b>
<b>GENERAL EXPENDITURES</b>			
California Refund	\$10,217	\$10,036	\$10,218
Administrative Expenses	2,310	2,117	2,412
USDA-AMS Oversight	368	321	333
Compliance Audit	24	43	3
Bad Debt Expense	<u>9</u>	<u>-</u>	<u>-</u>
<b>Total General Expenditures</b>	<b>\$12,928</b>	<b>\$12,517</b>	<b>\$12,966</b>
<b>PROGRAM EXPENDITURES</b>			
Media	\$68,287	\$73,943	\$73,275
Public Relations	10,715	9,582	10,815
Promotions	14,476	10,150	5,189
Strategic Thinking	458	503	979
Medical Advisory Panel	206	200	74
American Heart Association	19	120	120
Research, Local Markets, & Program Measurement	997	614	1,914
Program Management	<u>-</u>	<u>-</u>	<u>1,254</u>
<b>Total Program Expenditures</b>	<b>\$95,158</b>	<b>\$95,112</b>	<b>\$93,620</b>
Excess of revenue (under) over expenditures	\$1,915	\$1,385	\$1,600
Beginning of year fund balance	\$13,388	\$15,303	\$16,688
End of year fund balance	\$15,303	\$16,688	\$18,288

SOURCE: Independent Auditor's Report of the Fluid Milk Board and USDA records.

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**APPENDIX C-5**  
**USDA OVERSIGHT COSTS FOR THE NATIONAL FLUID MILK BOARD, FY 2000–2002**

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	2000	2001	2002
Salaries and Benefits	\$243,281	\$246,200	\$232,038
Travel	20,617	12,843	19,777
Miscellaneous <sup>1</sup>	48,090	50,771	24,704
Equipment	4,389	4,868	3,563
Printing	<u>5,137</u>	<u>6,571</u>	<u>(61)</u>
<b>AMS OVERSIGHT</b>	<b>\$321,514</b>	<b>\$321,253</b>	<b>\$280,022</b>
 <b>INDEPENDENT EVALUATION</b>	 <b><u>\$24,555</u></b>	 <b><u>\$32,667</u></b>	 <b><u>\$25,932</u></b>
 <b>TOTAL<sup>2</sup></b>	 <b>\$346,069</b>	 <b>\$353,920</b>	 <b>\$305,954</b>

<sup>1</sup> Includes overhead, transportation, rent, communications, utilities, postage, contracts, supplies, photocopying, and the Office of the General Counsel costs.

<sup>2</sup> The totals for USDA expenses differ slightly from those shown in Appendix C-4 for some years because of end-of-year estimates which are adjusted in the following fiscal year.

SOURCE: Monthly billings by USDA-AMS-Dairy Programs to the National Fluid Milk Board.

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## APPENDIX C-6

### NATIONAL FLUID MILK BOARD: APPROVED BUDGETS, FY 2001–2003

(in \$000's)

	2001	2002	2003
<b>REVENUES</b>			
Assessments	\$110,000	\$106,650	\$105,800
Interest	-	-	-
<b>Total Revenues</b>	<b>\$110,000</b>	<b>\$106,650</b>	<b>\$105,800</b>
California TV Rebate	\$800	-	-
Carryover from Previous FY	3,184	\$3,508	\$5,328
<b>Total Available Funds</b>	<b>\$113,984</b>	<b>\$110,158</b>	<b>\$111,128</b>
<b>EXPENSES</b>			
General and Administrative	\$3,000	\$2,280	\$2,500
USDA-AMS Oversight	350	350	350
Independent Evaluation	<sup>1</sup>	<sup>1</sup>	<sup>1</sup>
Processor Compliance	<sup>2</sup>	<sup>2</sup>	<sup>2</sup>
Reserve/Contingency	-	-	-
California Refund	10,300	10,146	9,991
<b>Subtotal</b>	<b>\$13,650</b>	<b>\$12,776</b>	<b>\$12,841</b>
<b>PROGRAM BUDGET</b>			
Advertising	\$74,640 [74.4%]	\$74,417 [76.8%]	\$71,400 [73.2%]
Public Relations	9,390 [9.4%]	10,900 [11.2%]	13,275 [13.6%]
Promotions	13,529 [13.5%]	7,031 [7.3%]	8,500 [8.7%]
Strategic Thinking	700 [0.7%]	900 [0.9%]	1,400 [1.4%]
Medical Advisory Panel	250 [0.2%]	200 [0.2%]	200 [0.2%]
Research	1,625 [1.6%]	1,653 [1.7%]	1,650 [1.7%]
American Heart Association, On-Pack Other	-	650 [0.7%]	-
Program Management	-	991 [1.0%]	1,000 [1.0%]
Program Measurement	200 [0.2%]	150 [0.2%]	150 [0.2%]
<b>Subtotal</b>	<b>\$100,334 [100 %]</b>	<b>\$96,892 [100 %]</b>	<b>\$97,575 [100 %]</b>
Unallocated	-	490	712
<b>Total Budget</b>	<b>\$113,984</b>	<b>\$110,158</b>	<b>\$111,128</b>

<sup>1</sup>Independent Evaluation costs are included in Program Measurement expenses.

<sup>2</sup>Processor Compliance included in General and Administrative expenses.

SOURCE: Budgets received and approved by USDA from the Fluid Milk Board.